Human Resources Management

Strategic Plan
Fiscal Years 2012 - 2016

September 30, 2012

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1. INTRODUCTION

1.1 Purpose

This document presents an integrated plan for Human Resources Management (HRM). The HRM Strategic Plan for 2012 to 2016 is an update, not a major revision, intended to support and help achieve the current goals and objectives listed in the Strategic Plan of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)). The USD(P&R) 2012 - 2016 Strategic Plan is available at:

http://www.prim.osd.mil/Documents/FY2012-16_PR_Strategic_Plan.pdf

## 1.2 Scope of the HRM Strategic Plan

The HRM Strategic Plan provides the linkages between the Deputy Chief Management Officer Strategic Management Plan (SMP) business priorities, the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) Strategic Plan, and the strategic planning efforts of the Civilian HRM, Military Health System (MHS), and Military and Other HRM Sub-Mission Areas. The USD(P&R) Strategic Plan is a high-level, working document that aids planners in articulating the HRM mission, vision, goals, objectives, and capabilities while formulating HRM-related Information Technology (IT) solutions. These solutions will support the USD(P&R) policies and programs addressing the three overarching USD(P&R) focus areas: Total Force Readiness; Care for Our People; and Culture of Relevance, Effectiveness, and Efficiency. Future versions of the HRM Strategic plan will include findings that come from performance measures and other sources.

1.3 HRM Strategic Plan Organization

The HRM Strategic Plan follows the strategic planning methodology accepted throughout the Department of Defense (DoD).

The plan contains six sections as follows:

Section 1: **Introduction** – Provides HRM Strategic Plan purpose, scope, and organization.

Section 2: **HRM Mission, Vision, Goals, and Priorities** - Defines the organizational structure, mission, vision, strategic goals, and the strategic initiatives for HRM within a hierarchical framework.

Section 3: **Target Environment** - Documents the forward-looking view for HRM capabilities as leverage toward meeting the goals and objectives defined in Section 2.

Section 4: **Core Business Mission Areas** – Discusses HRM and the other DoD enterprise-level business mission areas (BMA).

Section 5: **HRM Action Planning and Implementation** – Presents the specific events and steps to reach the desired strategic goals and objectives.

1.4   HRM Functions

HRM is the collection of functions that falls under the auspices of USD(P&R). To support the DoD business transformation initiative, the Business Enterprise Architecture (BEA), and oversight of HRM systems, USD(P&R) has defined three HRM sub-mission functional areas. These are:

- Military Health System (MHS) (**http://www.tricare.mil/tma/default.aspx**)

- Civilian Human Resources Management (**http://www.cpms.osd.mil/**)

- Military and Other Human Resources Management (**http://www.prim.osd.mil/**)

2.   HRM Mission, Vision, Goals, and Priorities

2.1   HRM Mission

The USD(P&R) is responsible for leading HRM in the Department with a focus on ensuring that the right people are recruited, trained, capable, motivated and ready to respond to the broad continuum of emergent threats both now and in the future.

HRM encompasses all functional processes required to acquire, train, manage, pay, and provide benefits to the military and civilian personnel in the DoD (throughout their careers and beyond), as well as support family members, veterans, retirees, volunteers and contractors. A primary objective of the HRM Core Business Mission (CBM) portfolio is to provide to decision makers accurate human resources information such as numbers, competencies (occupations, skills, education and training), reception accounting, individual readiness, patient accountability and status reporting, individuals' unit and location, and assigned duty within organizations. This mission includes ensuring that Combatant Commanders have access to timely and accurate data on personnel that includes their skill sets and competencies. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is responsible for the HRM business area and is the certification authority, pursuant to title 10 U.S. Code section 2222, for all defense business systems within this functional area. Key HRM initiatives are designed to directly impact and improve personnel management and readiness throughout DoD. The goal is to improve and transform business practices and information systems to facilitate seamless integration and provide better support to DoD military personnel, DoD civilian personnel, non-DoD personnel, and other human resources customers within a Total Force approach.

2.2   HRM Vision

The HRM vision is to promote DoD as an employer of first choice, attracting and retaining our nation's finest people to provide world-class support to the warfighter and other DoD customers. To support this vision, the OUSD(P&R) will review how resources are focused on automation transformation efforts most closely aligned to the Personnel and Readiness goals intended to further DoD mission objectives.

2.3   HRM Goals

HRM Goals are based on the appropriate portions of the Quadrennial Defense Review (QDR), dated February 2010, and are operationally articulated in the OUSD(P&R) Strategic Plan, dated February 2011:

- QDR Strategic Goals and Objectives related to HRM
    - DoD Strategic Goal 4 – Preserve & Enhance the All-Volunteer Force
        - o DoD Strategic Objective 4.1.2M: Provide top-quality physical and psychological care to wounded warriors, while reducing growth in overall healthcare costs.
        - o DoD Strategic Objective 4.2.2P: Ensure the Department has the right workforce size and mix, manage the deployment tempo with greater predictability, and ensure the long-term viability of the Reserve Component.
        - o DoD Strategic Objective 4.3.2R: Better prepare and support families during the stress of multiple deployments.
        - o DoD Strategic Objective 4.4.2T: Train the Total Defense Workforce with the right competencies.
    - DoD Strategic Goal 5 – Implement the Reform Agenda
        - o Objective 5.5-2U/2V: Increase efficiencies in headquarters and administrative functions, support activities, and other overhead accounts.

- P&R Goals
    - **Goal 1** - **Provide the right policies coupled with state-of-the-art practices and tools to attract, train, educate, shape, sustain, and retain diverse talent to anticipate and meet the requirements of the 21st Century Total Force.** The major emphasis of this goal is determining the capacity of the Total Force (right numbers and mix of military, DoD civilians, and contract services), plus supporting the Services' efforts to shape, recruit, train, educate, and retain a diverse workforce--civilian and military--to successfully execute current and future missions. While fully realizing this goal will represent a generational culture shift, actions to move towards success include developing policies to guide requirements determination, enhancing force-shaping tools, and engaging with educational institutions to shape the development of the pool of potential Total Force members. Although robust measures of effectiveness and performance will be developed in the portfolio of initiatives (POI), when P&R is successful with this goal, clearly defined policies will be in place resulting in the Services having enough of the right skills to meet mission requirements, with a focus on Combatant Command (COCOM) total readiness levels. When the goal is fully attained, a talent management system that is based upon finding the right skill to fill validated requirements--regardless of personnel category or seniority--will be in place.

    - **Goal 2** - **Strengthen individual and mission readiness and family support, and promote wellbeing.** This goal promotes the wellbeing of the Total Force, including individuals, their families, and communities by building resiliency and preparedness. Executing this goal requires actions to increase the customer-focus

of services, optimize and leverage the full-spectrum of quality of life and family support programs, strengthen civilian personnel career pathways, and enhance support and care for Wounded Warriors. Success in this goal will be evident when Service members are confident that, when deployed, they will have the skills and support systems to overcome the stress of warfighting and family separation, and that their families have the resources needed to meet their daily and future needs and overcome their deployment-related stressors.

- **Goal 3 - Deliver quality health care at an affordable cost while improving medical readiness.** This goal emphasizes medical and dental readiness (Active and Reserve Components and the civilian expeditionary workforce), promoting physical and mental wellness of the Total Force, and delivering accessible, quality health care at a reasonable cost with a benefit that is portable. Successful attainment of this goal will be evident when the Active and Reserve Components are medically ready for deployment. Also, MHS will provide an overall quality health care experience leading to reduced generators of ill health by encouraging healthy behaviors, thereby decreasing the likelihood of illness through focused prevention and development of increased resiliency. Success in this goal will also be evident when MHS per capita costs increase at a rate of one percent less than civilian health insurance increases.

- **Goal 4 - Strengthen the way that P&R works to create a high-performance culture and organization.** P&R will achieve a mindset, structure, business discipline, and tools to shift towards a relevant, effective, and efficient organization. Attaining an overall end-state of a more collaborative, customer-focused, and results-driven way of thinking and working is central to P&R's long-term success. We must actively maintain awareness of the changing environment to produce relevant and timely responses to our customers' needs.[1] Thus, P&R will continue to explore opportunities with internal and external partners to address cross-cutting and collaborative initiatives such as the Office of Management and Budget's (OMB) high-priority goals, which for P&R are currently Hiring Reform and the Virtual Lifetime Electronic Record (VLER). A balanced POI that links to strategic objectives will be reviewed quarterly to provide the actionable information needed for P&R to respond quickly to rapidly evolving changes, create efficiencies, and maintain unity with our customer's needs. When P&R is successful with this goal, creative thinking, task organization, collaboration, and continuous process improvement will permeate our high-performance culture and organization.

- **Goal 5 - Communicate with "one-voice."** Consistent messaging across P&R entities, DoD, and with external stakeholders is critical to promote clarity and unity of effort. Achievement of this goal is a central component to P&R's ability to attain success in meeting its stated priorities, goals, values, and

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[1] In order to lay the ground work for this goal and to ensure that P&R is providing the right guidance to the U.S. Congress, the Secretary, the Services, and the COCOMs in the upcoming planning, programming, and budget cycle, a P&R Cost Assessment and Program Evaluation (CAPE) capability will be established immediately.

accomplishments. In addition to delivering a consistent message, P&R will develop a "feedback look" to provide an on-going conduit to exchange ideas and gain regular feedback from internal and external customers at all levels. Success will be evident when P&R employees and customers share a common understand of P&R's mission, vision, values, and products, and when there are not multiple answers to the same questions.

2.4 Strategic Management Plan (SMP) Goals

The HRM CBM is cross-cutting and aligns to the congressionally mandated Deputy Chief Management Officer (DCMO) SMP Business goals #1 & 6 with the listed P&R priorities, as follows:

- SMP Goals
  - Business Goal 1: Strengthen and right-size the DoD Total Workforce mix (military, civilian, and contracted support) to accomplish the DoD mission and sustain superior performance in a time of constrained resources
  - Business Goal 6: Re-engineer/use end-to-end business processes to reduce transaction times, drive down costs, and improve service.

- P&R Priorities
  - Sustain the Total Force and employ it in the most cost-effective manner possible.
  - Develop and manage the force – military and civilian.
  - Take care of our Wounded Warriors.
  - Provide the best possible quality of life for families, through fiscal responsibility.
  - Validate and defend resource requirements.
  - Address rising military health care and Total Force personnel costs through reinvention of systems, processes, and policies.
  - Develop tomorrow's leaders.

3. TARGET ENVIRONMENT

The target environment is where Total Force visibility and readiness objectives have been achieved and the related HRM automation infrastructure has been transformed according to the warfighter and HRM community needs.

This target environment for oversight of HRM information systems and resources will be attained through a combination of the congressionally-mandated system of Pre Certification Authorities (PCA), a central Investment Review Board (IRB) and DoD's implementation of Portfolio Management (PfM) (DoD Instruction (DoDI) 8115.02, October 30, 2006). Details of the HRM target environment will be enumerated for consistency across the HRM portfolio. These details will be captured in terms of HRM Enterprise Standards (HRM ES) and Common Human Resources Information Standard (CHRIS).

HRM ESs are encapsulations of policy, documented terms and definitions, business rules, business processes, and information needs relative to a specific functional area. Each CHRIS, a key element of an HRM ES, is an encapsulated view of a business information need conveying context in a semantic manner.

End to End (E2E) models are being built as a form of "road map" to context process models where the HRM ES and CHRIS are related to illustrative depictions of functional processes. The BEA 9.0 Hire to Retire (H2R) E2E model is illustrated below in Figure 3-1 and the related definitions are in Appendix G.

Some HRM functional groupings were not addressed in this model but will be addressed in future architecture work on the E2E models.
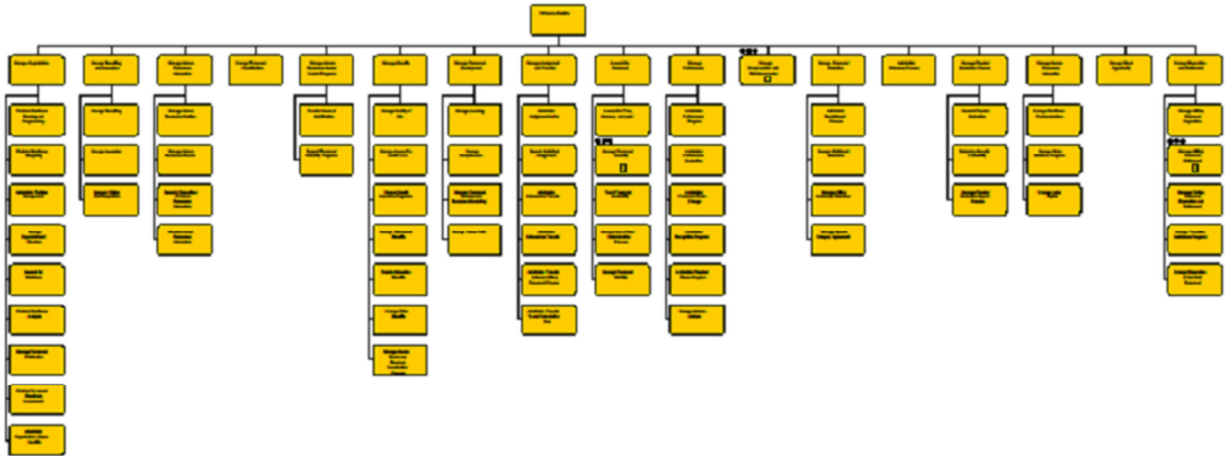
Figure 3-1 H2R E2E Model

The following E2E "gaps" were not resolved in BEA 9.0:

- Manage Provision of Preventative Health Services
- Perform Population Health Management
- Manage Health Service Performance
- Manage Security Services
- Manage Interagency Support
- Manage Travel
- Manage Law Enforcement
- Administer Legal Personnel Programs
- Manage Workforce Occupational Safety Analysis
- Manage Human Resources Management Policy and Guidance

3.1   HRM Portfolio Management (PfM)

The PfM instruction (DoDI 8115.02) specifies that the BMA "ensures that the right capabilities, resources, and materiel are reliably delivered to our warfighters…."[2] Architecture is used as a toolset to help communicate how systems relate to the requirements of HRM mission execution. HRM efforts to implement Portfolio Management include on-going efforts to formulate definitions of HRM Business Capability Areas to promote transition planning for a portfolio of core systems and the integration of industry and Government leading practices into the culture of the HRM structure. An HRM Portfolio Management Concept of Operations (ConOps)is

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[2] Per DoDI 8115.02, October 30, 2006

available at:

http://www.prim.osd.mil/Documents/HRM_PfMConOps.pdf

Achieving the goals of the Department of Defense requires a fundamental change in the way IT is managed in the Department. Historically, IT resources have been managed and acquired as stand-alone systems rather than as integral parts of a net-centric capability. This has had the effect of allowing duplicative investment in systems or platforms that deliver the same or similar capabilities, limiting the ability to share information or fully incorporate Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF) factors. Managing portfolios of capabilities aligns IT with the overall needs of the warfighter, as well as the intelligence and business activities which support the warfighter. In support of Enterprise, Mission Area, and Sub-Portfolio concepts, goals, measures, and integrated architectures, this instruction [DoDI 8115.02] describes the fundamental concepts necessary to align information technology (IT) with National Security and defense outcomes."[3]

HRM Portfolio Management will use the information captured during the IRB process—from Defense Information Technology Portfolio Repository (DITPR), Select and Native Programming Data Collection-Information Technology (SNaP-IT), Architecture Compliance and Requirements Traceability (ACART), Planning, Programming, Budgeting, and Execution (PPBE), Joint Capabilities Integration and Development System (JCIDS), Business Capability Lifecycle (BCL), and other applicable authoritative sources—as a foundation. The process will then probe what alternatives will produce the best mix of investments to best meet the Department's needs within the overall HRM business sub-portfolio of Enterprise and Component systems.

DoDI 8115.02 also indicates that consistent with OMB Capital Planning and Investment Control (CPIC) guidance under OMB Circular No. A-130, "Management of Federal Information Resources," as amended, DoD will use four continuous integrated activities to manage its portfolios—analysis, selection, control, and evaluation. The overall process is iterative, with results being fed back into the system to guide future decisions. Figure 3-2 shows the major investment priority management activities, their key products and outcomes, and their relationships to the DoD decision processes.

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[3] Per DoDI 8115.02, October 30, 2006
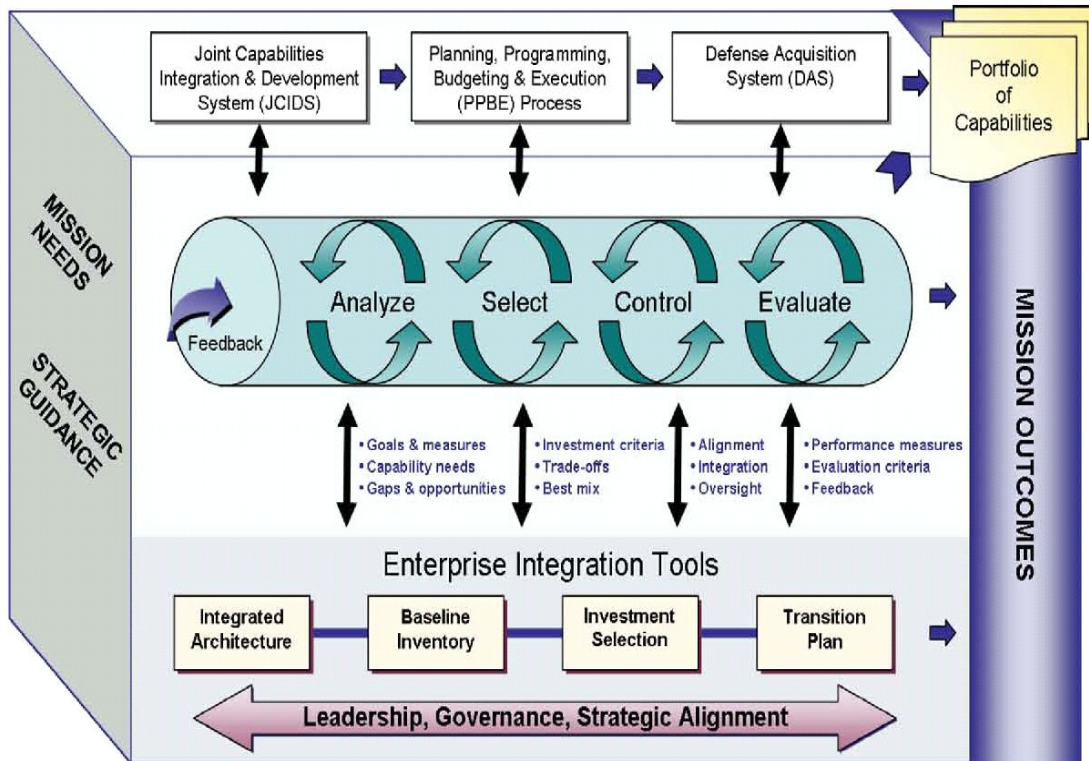
Figure 3-2 Investment Priority Management

Additional information can be found in the HRM PfM ConOps.

3.2   HRM System Portfolio

The HRM community works to fulfill its mission by developing and fielding more than 700 systems (as recorded in DITPR) to support the Total Force. Major systems and initiatives include:

- Defense Civilian Personnel Data System (DCPDS) - DCPDS is an automated, web-based human resources system that standardizes civilian human resources processes and promotes efficient service delivery across DoD. It contains more than 800,000 employee records and more than 1.5 million position records. DCPDS is the vehicle for implementing the National Security Personnel System (NSPS) capabilities for performance-based HR evaluation, development, and compensation.
- Integrated Personnel and Pay Systems (IPPS) - The Defense Integrated Military Human Resources System (DIMHRS) effort has been terminated. Addressing the related DoD requirements is in transition from a single enterprise DoD-wide system to multiple dedicated Service-Specific IPPS. The Joint Enterprise Change Management Board (JECMB) will provide DoD-wide personnel, finance, and accounting standards for current and future personnel and pay systems. The IPPS implementations will utilize DIMHRS previous deliverables to the maximum extent practical as determined by the new Service program offices.
- Defense Travel System (DTS) - DTS is a secure, web-based travel system that provides official travel services to the DoD Active Duty, Guard, Reserve, and civilian personnel.

It will interface with more than thirty-five financial management systems, including accounting, disbursing, entitlement, and pay systems; a secure electronic archive; DoD's Public Key Infrastructure; government card vendors; and four Global Distribution systems.

- United States (US) Military Entrance Processing Command (MEPCOM) United States Integrated Resource System (USMIRS) - USMIRS is the official accession reporting system for DoD. It reports accession data for new recruits to the Services' headquarters' personnel systems. Data includes applicants' physical, mental, moral, and security qualifications. USMIRS also sends identification information for members and their dependents to the Defense Manpower Data Center (DMDC). USMIRS is the first Joint-Service system.
- TRICARE Online (TOL) - TOL is the MHS online portal for Active Duty and retired uniformed Service members and their families. It provides easy access to available health care services and information.
- Armed Forces Health Longitudinal Technology Application (AHLTA) - Formerly known as the Composite Health Care System II (CHCS II), AHLTA is the military's Internet-based electronic health record that when fully deployed will support 9.1 million TRICARE beneficiaries.
    - o DoD and the Department of Veterans Affairs (VA) are anticipating an integrated approach for electronic health record programs by creating a new system or upgrading current systems to meet combined organizational needs, while pursuing bridging mechanisms for data sharing. For more information on this effort, please refer to the memorandum in Appendix D, dated February 14, 2011.

3.3   HRM Lines of Business

The HRM Lines of Business (LoB) represent groupings of highly interrelated activities that are critical to the overall HRM mission. The LoB are already used in the budgetary and resource allocation process. Automation initiatives are mapped to these LoBs and to the appropriate parts of the Enterprise Architecture (EA) in order to ensure that analysis and implementation efforts are not being duplicated. Figure 3-3 presents the fourteen (14) HRM LoB.

Figure 3-3 HRM Lines of Business (LoB)

Detailed description of each HRM LoB:

Assignments/Placement/Transfer – All activities associated with assigning, placing against positions (e.g., planning and identifying placement requirements, determining candidate eligibility and suitability, providing placement advisory services, processing placement actions), and/or transferring DoD members and employees.

Benefits Management – All activities associated with the management of benefits to include indirect compensation, wage supplements, and indirect payments. This includes: medical, dental, life, and long-term insurance; pension/retirement; flexible spending; disability benefits; entitlements; benefits eligibility, enrollment and termination; tracking of health care administrators; savings management (Thrift/Bonds); and benefits reporting.

Interagency Support – All activities associated with responding to policy, procedural and process issues and requirements with outside agencies that have an impact on the benefits, entitlements, and well-being of human resources.

Law Enforcement – All activities associated with the protection of people, places, and things from criminal activity resulting from non-compliance with US laws. This includes patrols, undercover operations, response to emergency calls, as well as arrests, raids, and seizures of property.

Legal Affairs – All activities associated with resolution facilitation and the administration of adverse actions (judicial and non-judicial). Resolution facilitation refers to those activities outside a court of law, such as mediation and arbitration that may be used in an attempt to settle a dispute between two or more parties (government agency, citizen, or corporation). Adverse

actions can be based upon misconduct, unacceptable performance, or both and can lead to legal actions and non-disciplinary actions such as medical inability to report for duty, separation, or furlough that can lead to administrative actions.

Military Health Services Management – Provide direction, resources, health care providers, eligibility, enrollment and other means necessary to promote the health of the DoD TRICARE beneficiary population. This includes developing and promoting health awareness issues to educate customers, discovering and resolving environmentally--based health threats, providing health services, including preventive care and problem intervention, and improving the means and methods for maintaining the health of the beneficiary population by constantly evaluating the performance of the health care services system.

Personnel/Pay Management – All activities associated with managing human resources. This includes the performance of personnel actions necessary to support DoD members and employees, determining eligibility for pay and deductions, executing payroll, certifying and building of a pay file for disbursing, reporting taxes, providing information to support mission planning, personnel and pay oversight and financial reporting.

Personnel Development – All ongoing activities related to enhancing an employee's or member's personal and professional skills including functions that support managing careers, training and education management, competency development, evaluations, promotions, and recognition programs (e.g., incentives, bonuses, awards).

Human Resources Information Security – All activities associated with ensuring employees, contractors, and other designated persons have been approved and issued badges to enter federal buildings, utilize federal services, and serve in positions requiring certification of personal reliability. This activity also includes determining and tracking individual personnel security clearances as well as supporting the National Industrial Security Program.

Position Management – All activities associated with developing, analyzing, and implementing position plans and managing strength levels against those plans. This includes integrating force structure requirements into personnel functions, thus enabling proper utilization of DoD human resources through structuring organizations validating organizations against budgetary constraints, establishing and allocating positions, and managing programs required to support strategic goals.

Quality of Life/MWR Management – All activities associated with maintaining or improving personnel's quality of life and individual dignity/rights. This includes managing and administering labor relations; providing for workforce communications; and supporting morale, welfare, and recreation (MWR), family support, casualty assistance and social action programs.

Recruiting and Accessions – All activities associated with recruiting, identifying, evaluating, and selecting candidates to fill a position or organizational requirement; and hiring/accessing, transferring, assigning, or placing DoD members and employees against positions (e.g., planning and identifying placement requirements, determining candidate eligibility and suitability, in-processing selected candidate, and accepting individuals into the DoD).

Travel Management – This activity authorizes and documents all types of official travel (e.g., initial hire/first duty station travel, temporary duty travel, and permanent change of station (PCS) travel). This includes verifying a travel authorization, required documentation, and traveler's

eligibility and credentials (e.g., security clearance, passport, visa, foreign area clearance); initiating and finalizing travel requests and authorizations; gathering information necessary to create a travel authorization for individual or group travel; verifying funds availability; arranging travel accommodations (e.g., airlines, rental car, lodging); estimating travel costs; and completing and issuing travel authorizations to the traveler and accounting to obligate funds.

Retirement/Separation – Consists of activities associated with discharging, dismissing, retiring, and resigning DoD members and employees. In addition, this includes managing the military retiree for recall and their retention/retired pay and military annuitant pay requirements and operations (which contain payments to retirees, annuitants, victims of abuse, former spouses, forgotten widows, etc.).

Some HRM capabilities are unique to specific LoB, while others are shared in common by multiple LoB. Appendix C depicts the mapping of HRM capabilities to their respective LoB.

3.4   HRM Leading Practices

The definition and adoption of HRM leading practices is a key factor in reaching the "To-Be" environment. Implementation of leading practices will position DoD as an employer of choice and facilitate effective, mission-based HR development. DoDI 8115.02 specifies that "priority shall be given Global Information Grid (GIG) Enterprise Services and commercial-off-the-shelf (COTS) software solutions that embed leading practices and processes." As DoD defines and adopts leading practices, a self-maintaining and process improvement environment will be facilitated. HRM leading practices defined to date are presented in Appendix E. These practices range in scope and focus—some being strategic in nature (e.g., a single human resource profile) and some being operational but having a large impact on the business operations.

4.   DoD CORE BUSINESS MISSION AREAS

USD(P&R) has the leadership responsibility for developing key initiatives for HRM Core BMAs that directly impact the enterprise-level priorities depicted in the DCMO Strategic Management Plan and other documents. These priorities will significantly improve personnel management throughout DoD.

The other four DoD Core BMAs are:

- Real Property and Installation Lifecycle Management (RPILM)
- Weapon System Lifecycle Management (WSLM)
- Financial Management (FM)
- Material Supply and Service Management (MSSM)

DoD Core Business Mission Areas
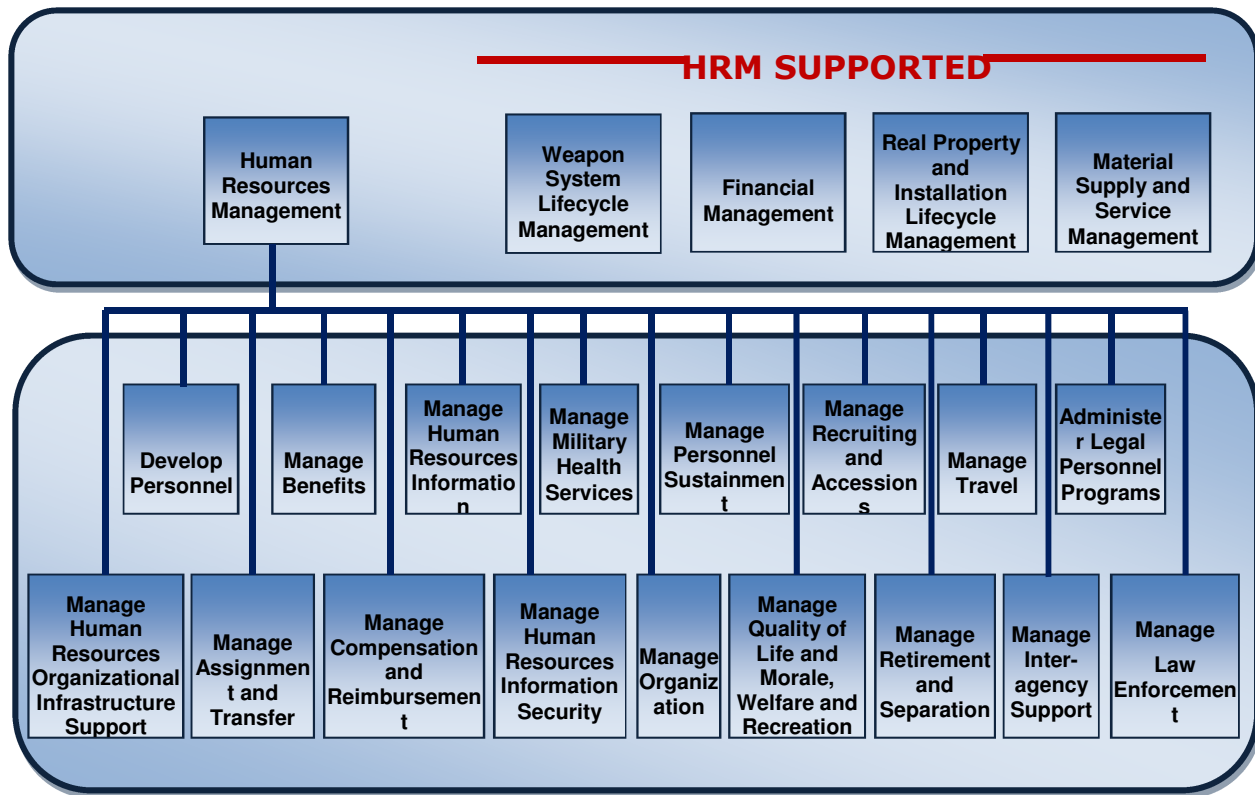
Figure 4-1 HRM Focus and the Supporting 17 HRM Capabilities at the Enterprise level

Figure 4-1 depicts the Enterprise business capabilities touched by HRM and places the HRM Core Business Mission within the context of the other Core Business Mission Areas. There are four key enterprise initiatives identified as high impact because they significantly improve the manner in which the Department performs the HRM core capabilities and will enable enhanced Personnel and Financial Visibility. These initiatives include:

- VLER – Virtual Lifetime Electronic Record
- DTS – Defense Travel System
- DCPDS – Defense Civilian Personnel Data System
- AHLTA – Armed Forces Health Longitudinal Technology Application

The USD(P&R) provides functional standards for these initiatives to improve and transform business practices and systems. These systems and business practices:

- Support a diverse, cohesive, and rapidly tailorable force structure
- Deliver quality health services and travel management that meet the readiness needs of the Department

The DoD HRM architecture's activities, processes, and capabilities are all mapable to the major functional groupings depicted in the President's OMB Federal Enterprise Architecture (FEA). All of the DoD HRM functionality can therefore be federated to the FEA. Federal wide HRM within the FEA does not include some DoD HRM functions such as law enforcement but these

functions are available for DoD federation in other portions of the FEA beyond the federal level boundaries for HRM.

5. HRM ACTION PLANNING AND IMPLEMENTATION

5.1 HRM Annual Performance Planning

The specifics of measuring HRM strategic performance indicators and their corresponding higher and lower level links will be presented in the HRM Annual Performance Plan (to be published). The higher level links include mapping to Strategic Goals and Objectives. The more granular links include mappings to the appropriate HRM Architecture views. As the HRM systems become designated as strategic support systems, their performance metrics and measures will be mapped to the HRM Strategic Goals and Objectives and documented in the HRM EA.

The strategic planning and annual performance measurement cycle is keyed to the HRM management meetings and linked with implementation of processes and schedules. The outcomes of implementing each layer of the annual performance planning pyramid include approved HRM input into the DoD Enterprise Transition Plan (ETP), implementing near-term actions, reviewing planning, identifying problems and opportunities, measuring performance, and developing and approving annual report(s).
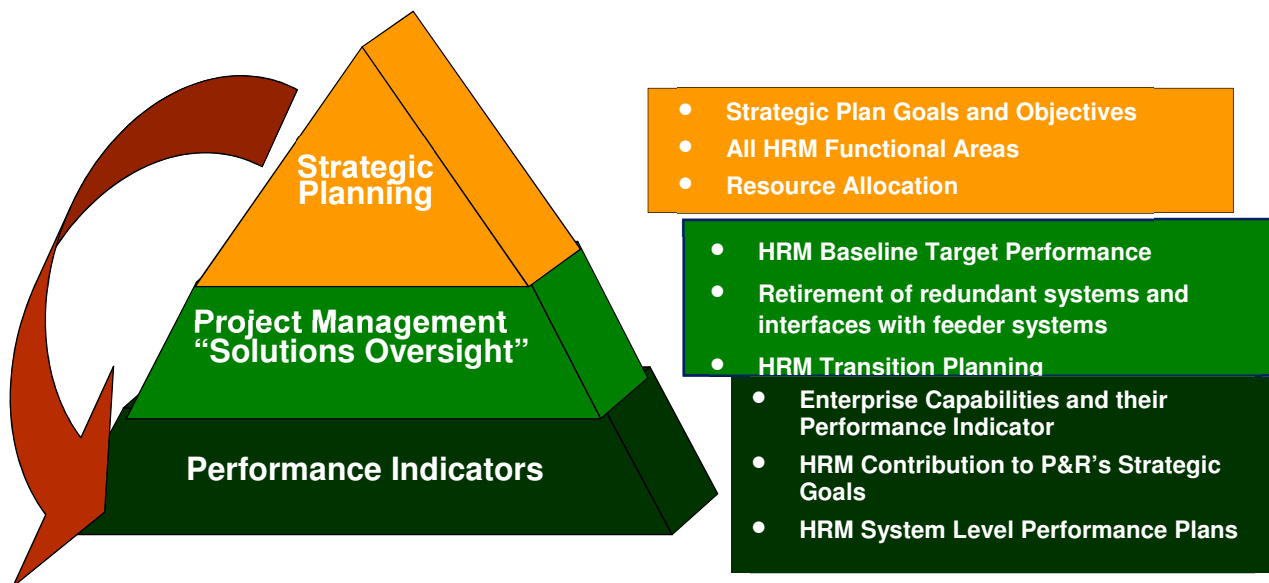
Figure 5-1 Strategic Performance Planning

5.2 HRM Transition Planning

Currently, an overview of the HRM Transition Plan is published within DoD's ETP. The ETP summarizes DoD enterprise business transformation automation efforts with designated sections focused on P&R's efforts supporting HRM's strategic planning. The HRM ETP information presents an integrated enterprise-level depiction of the related HRM sub-mission areas development of migration plans and system action plans related to achieving HRM's Strategic Objectives. The integration among the HRM sub-mission areas is essential in implementing the

transition from the existing legacy environment to integrated capabilities within the investment priority guidance of the HRM IRB Certification Authority (i.e., USD(P&R)).

Updates to the ETP will be coordinated with the progress of the HRM EA development efforts federated within DoD's BEA. The plan is produced by the DoD Office of the Deputy Chief Management Officer and is subsequently provided to the Congress. The FY 2012 ETP is updated on a monthly basis and is available at:

http://dcmo.defense.gov/publications/enterprise-transition-plan/FY2012/home.html

5.3   Next Steps

The HRM community is developing a structured iterative approach to successfully implement its FYs 2012 - 2016 Strategic Plan. Additionally, based on the performance data, the HRM systems will be periodically reexamined to assess their contribution to HRM's ability to effectively and efficiently execute its mission and meet goals and objectives. The strategic planning process is thus a self-assessing and self-correcting one that drives the organization towards continual improvement in pursuit of providing the warfighter with the right Defense Business Systems support at the right time at the right place and at the right price.

5.4 Appendix A: HRM Stakeholders

STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
Level of Involvement: Core		

OUSD(P&R) Leadership	OUSD(P&R)
	    Under Secretary of Defense for Personnel and Readiness
	    Assistant Secretary of Defense for Health Affairs (HA)
	    Assistant Secretary of Defense for Reserve Affairs
	    Deputy Under Secretary of Defense for Readiness
	    Deputy Under Secretary of Defense for Military Personnel Policy (MPP)
	    Deputy Under Secretary of Defense for Civilian Personnel Policy (CPP)
	    Deputy Under Secretary of Defense for Military Community and Family Policy (MC&FP)
	    Deputy Under Secretary of Defense for Wounded Warrior Care
	    Director, Enterprise Services	

Level of Involvement: Tier 1		

Services, Components, and Agencies	Joint Staff
	Combatant Commands
	Department of the Army
	    Army National Guard
	    Army Reserve
	Department of the Air Force
	    Air Force Reserve
	    Air National Guard
	Department of the Navy
	    US Marine Corps
	    Marine Corps Reserve
	    Naval Reserve
	Coast Guard Reserve
	Service members and dependents
	Inspector General
	Defense Information Systems Agency (DISA)
	Defense Intelligence Agency (DIA)
	Defense Logistics Agency (DLA)
	Defense Finance and Accounting Service (DFAS)
	Defense Security Service (DSS)
	Uniformed Services University of Health Sciences
	Homeland Defense
		OUSD(P&R) performs Certification and investment prioritization for HRM systems for the following: Army, Air Force, Navy, Marine Corps, Air Force Reserve, Air National Guard, Army Reserve, Marine Corps Reserve, Naval Reserve, and Coast Guard Reserve.
		Defense Information Systems Agency (DISA) is an infrastructure provider (OASD (NII)).
		In the warfighter area, personnel and organizations are managed in Combat Service Support systems, which execute "focused logistics" (DLA).
		HRM pay interface to DFAS disbursements is a key area of work.
		HRM encompasses the organizations conducting security background investigations (DSS).
		Uniformed Services University of Health Sciences is part of the

STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
	National Security Agency (NSA) Defense Commissary Agency (DeCA) DoD Education Activity (DoDEA) Defense Civilian Personnel Advisory Service (DCPAS)	MHS Sub-Mission Area and under Training Capability–also involved in inputs to credentialing. HRM under quality of life (QOL)/morale, welfare, and recreation (MWR) manages commissaries and other non-appropriated fund operations (DeCA).
DoD Leadership	Office of the Secretary of Defense Office of the Deputy Chief Management Officer Office of the Under Secretary of Defense (Comptroller) Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) Office of the Assistant Secretary of Defense for Networks and Information Integration (OASD (NII)) Office of the Director for Program Analysis and Evaluation (PAE)	PAE conducts independent analysis for and provides independent advice to the Secretary and Deputy Secretary of Defense.
CBM Transformation Partners	Financial Management Material Supply and Service Management Real Property and Installation Lifecycle Management Weapon System Lifecycle Management	
Non-DoD Partners	Department of Veterans Affairs (VA) Department of Homeland Security National Archives and Records Administration (NARA) Department of Labor National Oceanic & Atmospheric Administration (NOAA) Public Health Service (PHS) North Atlantic Treaty Organization (NATO) Southeast Asia Treaty Organization (SEATO) Australia, New Zealand, United States Security Treaty (ANZUS)	
Non-Government Support Organizations	United Service Organizations (USO) American Red Cross	OUSD(P&R) assumes responsibility for health, welfare, and safety of USO and Red Cross employees, etc., when they are sent into theaters.

STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
Level of Involvement: Tier 2		
Legislative/Oversight Bodies	Congress Congressional Budget Office Government Accountability Office Office of Personnel Management Office of Management and Budget	
Other Non-DoD Partners	Department of State Social Security Administration Federal Bureau of Investigation All 50 state governments Territorial governments District of Columbia Department of Justice	
Level of Involvement: Tier 3		
Foreign Organizations	Foreign governments Foreign military organizations	
Media	Local media National media Trade media	

5.5   Appendix B: HRM High Priority Initiatives

Initiative	Description/ Objective	Impacted Capabilities	Approach	Expected Benefits
AHLTA Armed Forces Health Longitudinal Technology Application	**AHLTA** is the military medical and dental clinical information system that will generate and maintain a comprehensive, life-long, computer-based patient record for each MHS beneficiary.	• Manage Military Health Services • Manage Human Resources Information	• AHLTA will be deployed to the DoD over an eight year period. • Initial deployment training began in July 2004.	• Reduce the number of lost medical records • Eliminate the need for the member or beneficiary to hand carry records. • Allow for real time entry and visibility of medical entries. • Improve medical care by eliminating the need for handwritten notes that must be transcribed. • Provide for more efficient patient check-in. • Track patients Allow for more accurate diagnostic coding.
DTS Defense Travel System	**DTS** transforms what is currently a paper-based, labor–intensive travel process into a fully automated and web–based system that will support official travel.	• Manage Travel	• DTS is currently operational at 4450 DoD sites. • During FY05, DTS was deployed to service and agency Phase II sites. • Award Small Business Commercial Travel Office (CTO) contracts. • Award Full and Open CTO contract while consolidating the existing DoD travel service contracts under one management entity.	• At FOC, DTS will provide DoD with a seamless, paperless TDY travel system. • Reduce cost to the Department that is associated with arranging, documenting and reimbursement processes associated with official government travel. • Shorten the time between requesting and receiving reimbursement for travel. • Reduce delinquent travel card payments by allowing split disbursement, scheduling partial payments, and providing a charge card vendor interface. Provide visibility of DoD personnel preparing for, executing, or completing official government travel.

Initiative	Description/ Objective	Impacted Capabilities	Approach	Expected Benefits
DCPDS Defense Civilian Personnel Data System	**DCPDS** is a single, web-based Human Resources (HR) system that standardizes civilian HR processes and promotes efficiency of HR service delivery. The system uses a standard, easy-to-follow user interface to provide HR specialists, managers, and administrative specialists HR information at their fingertips. DCPDS is also the largest automated HR system in the world, containing over 800,000 civilian employee records and over 1.5 million position records. DCPDS replaced nine legacy civilian HR systems, and supports all targeted DoD civilian employees and organizations.	• Manage Personnel Sustainment • Manage Assignment and Transfer • Manage Human Resources Information • Manage Human Resources Organizational Infrastructure Support	• The DCPDS reached FOC on September 27, 2002. Defense Civilian Personnel Advisory Service (DCPAS) managed DCPDS development and deployment, and currently administers the operation, maintenance, and sustainment of DCPDS through a contract with Lockheed Martin Information Technology (LMIT). The sustainment phase includes the addition of system enhancements, to add new functionality or enhance existing capabilities. The migration of DCPDS from a client-server to a web-based environment was completed in 2003, upgrading the application software to the newest release. With the upgrade to this web-based version, users access the DCPDS application via a standard web browser, taking advantage of internet technology and improved system navigation.	• Support all targeted DoD civilian employees and organizations. • Transform civilian HR processes and HR service delivery. • Replace nine legacy civilian HR systems • Process civilian personnel transactions, generates reports and maintains employee history. • Provide web-based access. • Provide interface with the DoD automated payroll system. • Provide personnel management information to supervisors' and managers' desktop computers. • Provide corporate civilian workforce information to senior DoD leaders. • Save DoD over $200 million per year during the systems' 15-year life cycle.

Initiative	Description/ Objective	Impacted Capabilities	Approach	Expected Benefits
VLER Virtual Lifetime Electronic Record	**VLER** enables sharing of administrative and medical information for Service members, Veterans and their dependents and beneficiaries with approved personnel providing health care or benefits using the National Health Information Network framework. Implementation will focus on sharing medical information for health care services. It will ensure health information is shared with the strictest and most rigorous standards of privacy and security under the Health Insurance Portability and Accountability Act and the Privacy Act. Service member, veteran and dependent.	• Manage Military Health Services • Manage Human Resources Information • Manage Interagency Support	• The VLER initiative launched following President Obama's April 9, 2009, direction to the DoD and the Department of Veterans Affairs (VA) to create a unified lifetime electronic health record for members of our Armed Services. VLER will contain administrative and medical information for Service members, recording information from when they first join the Service throughout their lives. In FY11, three pilots in different locations in the U.S. will be deployed – each adding an increasing number of data elements. Over the next five years, VLER will expand to additional locations and increase data availability for each Service member, veteran and dependent.	• Service members and veterans can share comprehensive administrative and health benefits information with their care providers and benefits administrators. • Eliminates the need to bring paper copies of medical records from one medical facility to the next. • Result in: better informed clinicians, and service and care providers; improved continuity and timeliness of care; enhanced awareness among all involved parties; and elimination of gaps in a patient's record.

5.6 Appendix C: HRM Capabilities Mapped to Lines of Business

Capabilities	Lines of Business
Manage Organization	Position Management
Military Recruiting and Accessions	Recruiting and Accessions
Manage Assignment and Transfer	Assignments/Placement/Transfer
Manage Travel	Travel Management
Develop Personnel	Personnel Development
Manage Compensation and Reimbursement	Personnel/Pay Management
Manage Personnel Sustainment	Personnel/Pay Management
Manage Benefits	Benefits Management
Manage Military Health Services	Military Health Services Management
Manage Quality of Life/Morale, Welfare and Recreation	Quality of Life/MWR Management
Manage Retirement and Separation	Retirement/Separation
Manage Human Resources Information	All LoB
Manage Human Resources Information Security	Human Resources Information Security
Manage Interagency Support	Interagency Support
Manage Law Enforcement	Law Enforcement
Administer Legal Personnel Programs	Legal Affairs
Manage Human Resources Organizational Infrastructure Support	No corresponding approved Lines of Business

5.7 Appendix D: Memorandum "Follow-on to Meeting with VA's Secretary Shinseki"

SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

FEB 14 2011

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE

SUBJECT: Follow-on to Meeting with Veterans Affairs (VA) Secretary Shinseki

I recently met with Secretary Shinseki and we agreed on a joint workplan on two issues of critical importance to our Departments: reforming the Disability Evaluation System (DES) and achieving an integrated approach for our electronic health record programs. We will co-host meetings in mid-March and again at the end of April to accomplish these goals.

For the mid-March meeting, I ask that you work with your VA counterpart and respective staffs to:

(1) Provide a recommended plan to complete the IDES pilot by the end of FY 2011.

(2) Provide a recommendation on how to achieve immediate DES ratings for the severely wounded category.

(3) Examine and report on three competing approaches for the electronic health record effort:

    a. Agree on a new system;
    b. Upgrade either the VISTA or ALTA systems to meet the needs of the other organization; or
    c. Agree to continue to pursue separate systems with a bridging mechanism for data sharing.

Regardless of which approach is recommended, a joint governance proposal should be included.

(4) Provide recommendation on how to proceed on North Chicago electronic health record project.

For the late-April joint meeting, you should plan on providing updates on the above items to include:

(1) Plans to move DES processing time below 295 days.

(2) Workplan to execute recommended electronic health record approach.

cc:
USD(P&R)

OSD 01659-11

5.8   Appendix E: HRM Leading Practices Table

Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Human Resources Total Force Visibility	Viewing human capital as a critical resource and aligning human capital to support the DoD mission and vision. A comprehensive view of the Department's personnel by organization, function, and competencies. Human resources managers, to include warfighters, from a single source, view the human resources pool in aggregate and at varying levels of filtering down to detail on individuals.	This will provide a single view for matching organizations and people, finding specific skill sets, and gaining an overall picture of organization to skill mixes; plan local or department wide development initiatives, and provide alignment with specific missions.
Manage Information Security for HRM Data	Information security management is exercised in the new Net-Centric environment. Information is published consistent with Net-Centric and Community of Interest (COI) objectives while protection of critical data is provided. Published data is considered collectively with an understanding of the possible sensitivities and classifications of filtered and or fused Human Resources Information. Information sources and systems are protected from access/intrusion at multiple levels.	Minimizes the risk of disclosure of sensitive data to other than authorized users and allows publication of data and metadata in the Net-Centric environment. Access is centrally authorized and maintained by functional role.
Human Resources Information Profile	Comprehensive view of an employee's personnel, pay and benefits history that includes skills, competencies, job preferences, duty locations, etc., that are accessible to the supervisor and the employee 24/7 with proper authorization to view and update information.	Organizational benefits include: an ability to account for DoD civilian, military, family members, and contractor personnel especially in wartime; ability to quickly scan employee information profiles for needed skills and competencies; and alleviate fragmented personnel and pay records that cause difficulty in tracking information such as, status change (active, guard, reserve), pay, benefits, and credit for service.

Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Employee Self-Service	Employees, retirees, and family members can view and interact with the organization holistically anytime, anywhere, at a single "point of contact" utilizing technology (e.g., portal or telephony).	Members and employees will be given electronic access to all personal data that they control (pay statement to either view or print, health care open enrollment, new hire selections, goal setting, performance review process, training courses, etc.). Employee Self-Service reduces overall human resource costs, speeds overall HRM processing, and improves service and employee/member satisfaction.
Integration of Personnel and Pay Functions	Single point of entry for reporting and access of all personnel/payroll information.	Members/employee benefits include access to their personnel and pay voucher/travel reimbursement. This gives both members/employees and the organization a "one stop shop" for personnel pay/travel information, reporting, and error correction. Implementation of a single personnel/payroll/travel processing activity has the potential to increase process efficiency and decrease costs by providing a standardized approach to member/employee notification of the organization's personnel/pay/travel policies and pay cycles.
Shared Service Center	A single, centralized service center concept is utilized to consolidate and integrate the human resources, payroll, and benefits functions.	Employees, retirees, and authorized annuitants will be able to access pay and personnel information from a single point of contact. From an organizational perspective, this minimizes the high cost of servicing members and employees from different location. Benefits include: standard and consistent servicing of employees; elimination of redundant data captures; and increasing consistency and accuracy of data. The integration of these functions allows for holistic management of the employee life cycle from the entry to the organization to the separation from the organization and all processes, such as pay management; benefits management, and organizational development.

Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Competency Management	Enterprise management of skills, abilities, and behaviors related to human resources and the related position will help align competencies with organizational goals and objectives.	Competency Management is a pivotal element for aligning organizational core values with individual goals and career plans. It can take the guesswork out of predicting future on-the-job performance and behavior and gives hiring managers the information they need to make an informed hiring decision or recommendation. It allows for more effective and efficient identification and placement of resources.
Automate Travel Reservations, Authorizations, and Payments	From their desktop, travelers will be able to create an electronic travel authorization with access to real-time availability of air, domestic rail, hotel, and rental car information subject to approved DoD business rules. Travel requests will be routed electronically for approval. Expense reporting will be filed electronically and routed to proper approving officials. Payments for approved travel expenses will be made immediately to the charge card company with the remainder paid by electronic funds transfer to the traveler. All financial transactions will be directed to appropriate DoD systems without human intervention and all records will be electronically archived. The travel process will maximize use of web technology and will be done in an electronically secure environment.	Provides on-line travel and expense reporting, such as individual billing of airfares, which allows the traveler access to information and control of his/her own itinerary. This empowerment results in increased employee satisfaction. Travel authorization either is reduced or eliminated as the automated system can check for certain travel requirements, and only certain ones are sent to management for approval. Cash advances replaced by employee charge card program, which allows for more organizational accountability and security of funds. Travelers receive corporate-sponsored cards that include features such as cash withdrawals and make the employee more accountable for travel monies used.
Electronic Health Record	The Armed Forces Health Longitudinal Technology Application (AHLTA) is the military Electronic Health Record (EHR). Medical and dental records are maintained in an electronic form, stored in a centralized Clinical Data Repository (CDR). This centralized data storage allows medical data to be accessed by authorized users 24 hours a day from anywhere in the world.	An electronic record provides a continuous record of medical care without the storage requirements of maintaining a paper-based record. Electronic records offer greater accountability through the maintenance of an electronic "audit trail". Electronic storage of clinical information allows rapid aggregation of medical data and an unprecedented capability for medical surveillance of the military population. Information can be entered once and read throughout the system, relieving the current need for multiple recording of the same information.

Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Computerized Physician Order Entry (CPOE)	Military health care providers utilize CPOE to electronically order lab tests, request radiology exams, issue prescriptions, and record diagnostic and treatment codes. The orders become part of the patient's permanent medical record. The orders are immediately transmitted to the proper laboratory, radiology section, or pharmacy. Once laboratory or radiological studies are completed, they can be viewed by authorized users on-line.	CPOE enhances patient safety by helping physicians to issue clear orders efficiently and effectively and prescribe medications as safely as possible. Health care workers no longer have to rely on the previous system of hand written paper laboratory and radiological study requests and pharmacy orders, hand carried to the proper destination, and paper laboratory and radiological reports, hand carried back to the requestor. Practitioners will no longer have to contend with the problem of ensuring that each of those paper requests, reports, and medication orders is attached to the proper page of the proper paper medical record. Rapid, electronic access to diagnostic and treatment data will speed and improve medical treatment and allow physicians to make better use of their clinical time.
Joint Medical Asset Visibility	The Joint Medical Asset Repository (JMAR), established in 1997, is designated by the Joint Total Asset Visibility (JTAV) Program as the single source to acquire, manage, and provide timely and accurate medical asset visibility information to the Quad-Service medical logistics community on the location, movement, status and identity of medical equipment, supplies and blood. Managed by the Defense Medical Logistics Standard Support (DMLSS) system Program Office.	Provides the ability to quickly locate needed medical supplies, equipment, or blood, regardless of the owning Service. In the case of an FDA recall of a particular lot of a drug, medical logisticians can rapidly determine what facilities have the drug, what lot numbers they have, how much they have on hand, and the nearest facility that can supply replacements. Future builds of the system will link with federal medical logistics databases, allowing this same level of asset visibility for all federal medical entities. This is especially relevant for Homeland Security and Emergency Management.

Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Consolidated Class VIII Inventory Management and Prime Vendor Support	DMLSS replaces a multitude of aging legacy medical logistics system with a single standard DoD Medical Logistics system. Basic functionality includes stock control, Prime Vendor operations, preparation of procurement documents, research and price comparison among a variety of sources for products, property accounting, biomedical maintenance operations, capital equipment, property management, inventory, and a facility management application that supports the operations of a fixed medical treatment facility physical plant and supports Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) accreditation requirements.	Standardizes the myriad medical logistics systems used by DoD's Uniformed Services Medical Departments. Maximizes the cost savings that can be obtained from shifting to business practices utilized by the commercial community. Increases the ability to share and transfer data within the DoD medical community. Moves medical logistics operations forward toward the customer, making logistics more user friendly, less labor-intensive, and supplies more readily available.
Patient Diagnostic Coding and Claims Processing	The new system will use an integrated suite of products including Coding and Reimbursement, Physician Coding and Reimbursement, Coding Reference Software, All Patient Refined - Diagnosis-Related Group (APR-DRG) Software, Audit Expert Inpatient and Outpatient Software, as well as Health Record Management Software and Care Management System. The system will provide data analysis and reporting tools for every step in the care process, including applications for coding, grouping and editing; reimbursement calculations; patient data abstracting; care management evaluation; and medical necessity review.	The new system will improve the accuracy of clinical information through improved coding accuracy. This is critical in Health Surveillance and Medical Trend Analysis efforts. The system will help ensure correct billing, thus increasing revenue generation. Also, it will reduce the risk for noncompliance and will allow improved care management evaluation.

Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Credential Tracking and Visibility	The Centralized Credentials Quality Assurance System (CCQAS) is a standard DoD system for documenting active duty, reserve, guard, and civilian privileged and non-privileged providers at 540 sites, supporting 1,600 users, and containing 60,000 current and historical records. CCQAS provides a single, web-based, Tri-Service repository containing Military Health System (MHS) direct-care system provider credentials, adverse actions, incident, risk management, disability, and Judge Advocate General Manual (JAGMAN) information. CCQAS is available on-line from any location, at any time, to approved users. CCQAS has been approved by the Joint Commission on Accreditation of Healthcare Organizations as a solution for electronic transfer of prime source verified credentialing data and other related material. The program is also identified as a model under the guidelines of the Federal Health Care Provider Credentialing Initiative led by the Department of Health and Human Services.	CCQAS will significantly improve readiness in the MHS by providing timely access to the credentials and risk management data of thousands of health care practitioners to include all uniformed health care providers and DoD civilians. CCQAS will provide accountability for collecting and tracking this data throughout the MHS, enhancing the deployment readiness of the Department's health care practitioners. Moreover, it will provide a source of accurate information to leaders and planners at service headquarters and operational and peacetime medical treatment facilities.
Patient/Community Health Wellness Outreach	TRICARE Online is the MHS Internet point of entry that provides beneficiaries easy access to available healthcare services, benefits, and information and facilitates portability of benefits. It offers online appointment scheduling, access to over 18 million pages of trusted health information, the ability to check medications for possible adverse reactions, and access to claims information.	Will speed the process of scheduling medical appointments; provide prompts and reminders about appointments; support web-based pharmacy renewals; and facilitate secure patient/provider communication. The provided wellness information will aid the beneficiaries and their families in assessing and maintaining their health. These capabilities will promote efficiencies through automation of processes that formerly required human intervention, increasing MHS staff time available for care delivery and creating opportunities to improve beneficiary satisfaction through availability of online, on demand services.

Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Commercial IT Outsourcing for Help Desk	In April 2003, the GAO conducted a survey of outsourcing projects in the DoD. Specifically, they looked at whether the projects followed 70 leading commercial practices recommended by the GAO in a November 2001 report. For the survey GAO looked at an outsourcing project from each of the Services plus MHS and National Geospatial-Intelligence Agency (NGA). The MHS project was the outsourcing of all call and help desk services for all MHS software applications. The project began in June 2001 and had an approximate value of $71 million.	Of the five outsourcing projects reviewed, it was determined that the MHS help desk outsourcing project complied with greatest percentage (99%) of the 70 commercial best practices. The ratings of all five projects were from 79% to 99%. The only best practice that the MHS help-desk project did not fully follow was benchmarking and determining baseline productivity of the internal services. The MHS project was able only to make an estimated baseline because adequate historical data was not available.

5.9 Appendix F: Level 0 E2E H2R Definitions

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
Manage Organization	This activity is associated with managing the human resources infrastructure for Department of Defense (DoD) organizations. This activity includes managing the implementation of DoD mission plans by formulating force structure, strength projections, accession targets, and distributing peacetime authorizations and wartime requirements.		
		Perform Workforce Planning and Programming	This activity is associated with the integration of force structure requirements into general personnel resource requirements, which enables effective utilization of Department of Defense (DoD) Human Resources. This activity includes both strength planning and executive management of programs required to support related strategic goals.
		Perform Workforce Budgeting	This activity is associated with the projection of Human Resource requirements in terms of specifications sufficient to support preparation of the Department of Defense (DoD) Human Resources budget. This activity also includes consideration of both budgetary and execution of requirement aspects of mission tasking.
		Administer Position Management	This activity is associated with the formulation of specifications for peacetime authorizations and wartime requirements needed to accomplish tasked Department of Defense (DoD) missions. This includes the occupation, skill, position requirements, education, and training specifications that the position requires to perform the specified mission.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Organizational Structure	This activity is associated with forming Department of Defense (DoD) organizations within DoD command relationships that are needed to accomplish assigned missions within budgetary constraints. This activity also includes establishing, updating, reorganizing unit(s), developing organization specifications related to the allocation of human resources, Manpower requirements and tailoring organizations to reflect revisions of mission implementations.
		Account for Workforce	This activity is associated with assessing and maintaining the current force structure against the projected needs for that same year and ensuring that the current force structure is within a certain percent of the projected target. Activities include recording and maintaining the current and historical actual strength of a Department of Defense (DoD) Component to include all status information essential for personnel management and force readiness determination.
		Perform Workforce Analysis	This activity is associated with the analysis or modeling of strengths, work years, grade distribution, career paths, accession goals, and losses in relation to specified mission needs/manage to budget. This also includes strength planning, detailed formulation of force restructuring programs (e.g., Stop Loss, mandated retraining, Reduction-in-Force), reserve and active duty tour requirements, management of reserve man days, mobilization, demobilization, and retention initiatives.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Personnel Distribution	This activity is associated with managing the distribution of personnel consistent with the allotment of funds, availability of personnel, and guidance from manning documents. This activity also includes developing personnel distribution plans, coordinating the personnel distribution plan implementation, and providing personnel requirement request decisions.
		Perform Personnel Readiness Assessment	This activity is associated with managing, measuring and reporting the readiness of the Department of Defense and its subordinate Components to execute the missions specified in the National Military Strategy. This includes conducting timely, modeling and scenario-based readiness assessments on a quarterly basis, to identify critical readiness deficiencies or capability shortfalls and risks in executing missions, developing and coordinating strategies to rectify these deficiencies or identifying appropriate measures to reduce these risks, ensuring these strategies are addressed in the program/budget plans, and reporting risks and findings to the appropriate parties (e.g., SROC). This activity is also associated with providing reports on current and projected readiness issues, providing recommendations on readiness policy matters, and identifying deficiencies in the areas of training, personnel, to include medical, equipment, ordnance, and sustainment.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Administer Organization Unique Identifier	This activity is associated with reviewing a request for an Organization Unique Identifier (OUID) for authorized/funded organization, determining the organization type (e.g., identification of organization category, organization information and data and relationships), determining if a seed is needed, and assigning and publishing an OUID. This activity also includes providing a notification if there is an existing OUID. Organization Unique Identifiers (OUIDs) are used to uniquely identify all Department of Defense organization categories (i.e., doctrinal, billets, crews, garrison, and augmentation) defined by Global Force Management Data Initiative.
Manage Recruiting and Accession	This activity is associated with recruiting, identifying, evaluating and selecting a candidate(s) to fill a position or organizational requirement and hiring/accessing candidates against positions (e.g., planning and identifying placement requirements, determining candidate eligibility and suitability, in-processing selected candidate, and accepting individuals into the DoD).		
		Manage Recruiting	This activity is associated with managing applicant prospecting, conducting initial applicant interview, and managing recruitment applicant.
		Manage Accession	This activity is associated with determining applicant qualification, performing induction, and updating accession information.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Civilian Staff Acquisition	This activity is associated with recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with merit system principles, developing a staffing strategy and plan, establishing an applicant evaluation approach, announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position, initiating pre-employment activities, and hiring employees.
Manage Human Resources Information	This activity is associated with managing Human Resources Information (i.e. Human Resources Profiles and Human Resources Record). This activity also includes the creation, maintenance, use, and execution of disposition actions for Human Resources Information. Human Resources Information is for limited access to authorized personnel only.		
		Manage Human Resources Profiles	This activity is associated with the management of consolidated Human Resources Profiles (e.g., recruiting, assignment, personnel/pay, benefit and medical). This activity includes the creation, update, and consolidation of Human Resource Profiles.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Human Resources Record	This activity is associated with managing the Human Resources Record (e.g., recruiting, assignment, personnel/pay, benefit and medical). The Human Resources Record includes (but may not be limited to) electronic data, document images, medical x-ray films, Military Morale, Welfare, and Recreation (MWR) workshop safety certifications, installation library resource checkouts, and On the Job Training (OJT) training checklists. This activity includes the creation, maintenance and correction of the Human Resources Record.
		Execute Disposition of Human Resources Information	This activity is associated with executing disposition actions for Human Resources Information (i.e., Human Resources Profile and Human Resources Record). The disposition of the Human Resources Information will be determined after the record or profile has been created. Disposition actions may include but not be limited to transfer from one Federal agency to another, transfer of permanent records to the National Archives, and disposal of temporary records.
		Provide Human Resources Information	This activity is associated with searching, locating, requesting, and accessing Human Resource Information (i.e., Human Resource Profile and Human Resources Record) either stored in an electronic or hard copy format. Human Resources Information is for limited access to authorized personnel only.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
Manage Personnel Classification	This activity is associated with determining occupation designation(s) of civilian employees and members required to accomplish the mission taskings, or forecasted taskings, of the Department of Defense (DoD) within the overall context of the federal government. Classification specifications are the basis for the determination of the DoD recognized competencies required for a civilian employee or member. This encompasses actions for both initial classification and reclassification. Warfighter identified deficiencies, and proposals from multiple sources, are also assessed with the generation of feedback and proposed actions.		
Manage Human Resources Access Control Programs	This activity is associated with ensuring employees, contractors, and other designated persons have been approved to enter federal buildings, utilize federal services, and act within Public Trust Positions. This activity also includes determining eligibility, issuing badges (e.g., Common Access Card, Identification Tags (Dog Tags), and Biometric Information Devices), and verifying authorized services (e.g., ration control authorization, access to automated information resources).		

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Provide Means of Identification	This activity is associated with identifying service members, Department of Defense (DoD) civilians, other eligible federal government employees, eligible contractors, and dependents for access to buildings and facilities, secure access to government computers and networks, and determination of eligibility for DoD medical and non-medical benefits entitlements.
		Support Personnel Reliability Programs	This activity is associated with processing the requirements, applications, approvals, reviews, and disqualifications for Service members serving in positions requiring certification of personal reliability.
		Manage Personnel Security	This activity is associated with ensuring employees, contractors, and other designated persons have been approved for access to classified information within appropriately cleared facilities. This activity includes oversight of investigation, certification, reallocation, and maintenance of clearance and unfavorable information related to individual employees, contractors, or other designated persons. Planning of related personnel security education and training is also included.
Manage Benefits	This activity is associated with the managing and/or supporting Department of Defense (DoD) and Office of Personnel Management (OPM) benefits to include eligibility determination, counseling, enrollment and termination. This activity also includes providing the following: Human Resources (HR) entitlements (e.g., family group life insurance, child support, allotments), casualty assistance (e.g., death		

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
	gratuity, survivor benefit plan, Service members Group Life Insurance), Quality of Life (QoL) resources (e.g., child care, exceptional family member program, morale, welfare and recreation programs), educational resources (e.g., Montgomery GI Bill, Veterans Educational Assistance Program, student loan program), health care resources (e.g., patient care, and insurance programs such as TRICARE for dental, medical and vision), retirement resources (e.g., retirement benefits, disability benefits), and leave resources (e.g., process leave request, accrue leave, sell back of leave).		
		Manage Quality of Life	This activity is associated with maintaining or improving personnel's quality of life. This includes developing policies, future plans, revenue-producing and cost saving initiatives to support Quality of Life programs and to provide technical assistance as requested. Quality of Life programs include support for Morale, Welfare and Recreation (MWR), and Family Support Services, providing budget and program related guidance, and providing policy and oversight. Quality of Life needs and the programs and actions to address them, are categorized under two general headings: living conditions and duty environment.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Access To Health Care	This activity is associated with streamlining a beneficiary's efforts to receive care and ensuring the care received is appropriate in terms of type of care, intensity of care, and location of care, regardless of where the care is provided (e.g., sustaining base, deployed location, or a training exercise location). All requisite information to make these assessments will be available to access personnel for them to make appropriate decisions at the point of a service request. A successful implementation of these processes will result in beneficiaries receiving the right care, at the right time and at the right location for the most appropriate cost.
		Support Health Insurance Programs	This activity is associated with managing the contracted relationship between the Department of Defense (DoD) eligible civilian employee beneficiaries (e.g., employees, family members, and survivors under Federal Employee Health Benefits [FEHB] or similar programs) and various third-party health insurance programs under contract to the Federal government.
		Manage Retirement Benefits	This activity is associated with managing and/or supporting retirement benefits to include eligibility determination, counseling, enrollment, and termination. This activity also includes counseling on the following: pre-retirement, military retirement, disability retirement and benefits, death benefits, survivor benefits (e.g., Retired Serviceman's Family Survivor Benefit Plan).

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Provide Education Benefits	This activity is associated with conducting and managing educational benefit programs (e.g., Montgomery GI Bill, student loan program, Veterans Education Assistance Program) for personnel to include eligibility determination, counseling, and enrollment.
		Manage Other Benefits	This activity is associated with conducting and managing other benefit programs (e.g., life, long-term care, injury, and unemployment insurance programs) to include eligibility determination, counseling, and enrollment.
		Manage Human Resources Recovery Coordination Program	This activity is associated with managing the Human Resources (HR) Recovery Coordination Program (RCP) for the wounded, ill or injured service members identified as needing recovery, rehabilitation, and reintegration services. This activity also includes determining eligibility for enrollment in the HR Recovery Coordination Program, managing HR RCP Needs Assessment development, managing and evaluating a Human Resources Recovery Plan, and conducting an evaluation of the Human Resources RCP. Tools will be developed and utilized to categorize, collect, and manage the information needed to support a Recovering Service member and family.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
Manage Personnel Development	This activity is associated with enhancing a person's personal and professional skills, such as managing personnel classification, competency development, and career path. This activity also includes capturing a person's credential information, identifying training and education eligibility requirements, managing class seat quotas, courses, resources, as well as cataloging and scheduling personnel development resource utilization.		
		Manage Learning	This activity is associated with managing individual training course and education.
		Manage Competencies	This activity is associated with developing, validating, and documenting a person's competencies (capability to apply knowledge, skills and abilities) needed to accomplish organizational goals. This activity also includes testing for competency and capturing credentials and civilian acquired skills.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Personnel Development Resource Scheduling	This activity is associated with managing the scheduling of persons for development that maximizes allocation / utilization of Department of Defense (DoD) development resources such as classrooms, course seats, certification and testing sessions, and program registrations. Employees of other agencies, foreign military, public officials, and other persons of interest to DoD can be scheduled, and may be charged for, development. This activity also includes determining eligibility, counseling a person on training agreement (if required), documenting a person's acceptance or declination of training agreement, execution of any retention action for future service / incurred obligation following completion of requested personnel development, and execution of related assignment requirements. When a person completes all requirements of scheduled activities such as courses or competency testing sessions, the related development information (e.g., course identification, date of completion, scores or ranking, and related competencies) will be recorded.
		Manage Career Path	This activity is associated with establishing career development guidelines (framework of potential development and related suggested assignment actions for a specific occupation or group of occupations) for all civilian employees and military members. It also includes assessing an individual's competencies, and formulating alignment of their prospective training/education, retention, and assignment requests with the appropriate established career development guidelines. These actions will require counseling throughout a person's

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
			training/educational development that will result in periodic documentation of potential development actions.
Manage Assignment and Transfer	This activity is associated with assigning or placing Department of Defense (DoD) members, employees, and designated contractors to positions (e.g., in-processing selected candidate, providing placement advisory services, processing placement actions, and determining benefit eligibility).		
		Administer Assignment Action	This activity is associated with administering an assignment action. This activity also includes determining an assignment action, submitting an assignment action request, performing assignment screening, and providing assignment action decision activities.
		Execute Individual Assignment	This activity is associated with processing an individual assignment. This activity may include (but not be limited to) generating orders, performing in and out-processing, managing assignment elections.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Administer Interservice Transfer	This activity is associated with the administration of an Interservice Transfer (e.g., a transfer from Army to Marine Corps). This activity may also include (but not be limited to) assessing transfer eligibility, reviewing the transfer by the approval authority board, and executing the board decision. Note: Interservice transfers are normally made only between equivalent components, that is, Reserve to Reserve and Regular to Regular.
		Administer Intraservice Transfer	This activity is associated with the administration of an Intraservice Transfer (e.g., a transfer from a Regular component to the Reserves, transfer between Reserve Categories (e.g., Ready Reserve, Standby Reserve, Retired reserve), or transfer from a Regular component to the National Guard). This activity may also include (but not be limited to) assessing transfer eligibility, reviewing the transfer by the approval authority board, and executing the board decision.
		Administer Transfer between Military Personnel Classes	This activity is associated with changing a member's class from Enlisted to Commissioned/Warrant Officer class, or a Commissioned/Warrant Officer to an enlisted class. This activity also includes managing the initial request to become a Commissioned/Warrant Officer, the concurrence or non-concurrence of the request, and the updating of personnel records once the personnel status has changed.
		Administer Transfer To and From Active Duty	This activity is associated with transferring the members of a Reserve component unit to or from active duty during mobilization or demobilization. This includes either an update to an individual member's

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
			information or a mass update to multiple members' information. Mass updates can also be applied to all the members of a unit or occupation or to a group of Reserve components. This also includes Retired Regular members who are being mobilized or demobilized at the same time.
Account for Personnel	This activity is associated with accounting for time, absence, and labor, managing absence request, managing leave sell-back, managing an unauthorized absence, accounting for personnel casualty, tracking personnel location and managing visibility of the availability of Human Resources (HR). The visibility of HR does not include documenting the information related to a person's availability, but merely allows for the visibility of this information in a meaningful context.		
		Account for Time, Absence, and Labor	This activity is associated with recording, adjusting and certifying time worked, absence, and labor information and managing leave balance. Note: For Military personnel on active duty, exception reporting is normally used (i.e., time worked is not recorded, absences and labor (as appropriate) are recorded).

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Personnel Casualty	This activity is associated with identifying and determining casualty classification and categories (i.e., type, and status). This activity also includes producing casualty reports, conducting investigations to resolve casualty status, (e.g., deceased, missing, and injured), providing support (e.g. request for Line of Duty determination and coordinate casualty search and recovery teams) for casualty processes, and making a decision on the final casualty category.
		Track Personnel Availability	This activity is associated with tracking the composite availability of individual personnel. This activity also includes monitoring information associated with the personnel/pay, medical, and travel record to track availability of personnel, as well as managing duty status, assignment availability, deployment availability, and personnel tempo.
		Manage Line of Duty Determination Process	This activity is associated with managing the Line of Duty (LoD) determination process to include validating LoD incident, investigating LoD incident, making LoD decisions, and managing LoD appeal process.
		Manage Personnel Visibility (PV)	This activity is associated with the fusion of location details for a person (i.e., military member, civilian employee, contractor, noncombatant evacuee, volunteer) at a specified date and time with identification and other human resources information. This activity includes projecting a traveler's location based on scheduled travel related resources and managing noncombatant evacuation operations. This also utilizes direct feedback information from transportation modes (e.g., commercial carriers such as airlines or Department of

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
			Defense's Global Transportation Network (GTN)). This activity supports mission requirements such as a joint task force commander's need for visibility of all forces assigned to his area of operations for a contingency or humanitarian operation.
Manage Performance	This activity is associated with managing the physical fitness program, administering the performance program and evaluation, promotion or demotion processes (personnel grade change), and recognition programs.		
		Administer Performance Program	This activity is associated with establishing the policies, procedures and guidance for performance management programs.
		Administer Performance Evaluation	This activity is associated with managing the evaluation process to include the identifying of personnel due for performance evaluation and raters that will provide their input to the individual's performance evaluation, tracking and submission of evaluation rendered on personnel to reflect performance, training progress and potential for promotion, explaining performance standards, providing written and verbal performance feedback, and closing out the process by maintaining performance files and updating performance evaluation information.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Administer Personnel Grade Change	This activity is associated with managing the eligibility, validating, authorizing, generating the personnel grade change order, executing, and documenting the promotion or demotion processes.
		Administer Recognition Program	This activity is associated with administering awards, decorations, and special recognition programs to include individual, unit/organizational, and special recognition awards.
		Administer Physical Fitness Program	This activity is associated with aiding commanders in the development, implementation, evaluation, and maintenance of physical fitness programs. Included within the program is ensuring that adequate resources (e.g., personnel, equipment, and facilities) are provided, assessing the member's physical condition and readiness (APFT, etc.), and placing the member in an alternate fitness program if necessary, documenting the performance of the member, coordinating medical programs (e.g., physical therapy, rehabilitation, and determination of limitations), providing written and verbal feedback on member performance and methods for improvement, and updating of a member's physical aptitude profile.
		Manage Adverse Actions	This activity is associated with managing a member's Adverse Actions. Adverse Actions can be based upon misconduct and/or substandard performance that result in legal or administrative actions against a member by an appropriate military authority (Commander, etc.). Adverse legal actions may include non-punitive, non-judicial, and court-martial proceedings. Penalties may include (but not be limited to) reduction in rank, involuntary discharge, documentation of substandard performance,

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
			promotion list removal, or a sentence for confinement.
Manage Compensation and Reimbursements	This activity is associated with determining eligibility, authorizing pay, determining earnings and deductions, executing payroll, and managing reimbursements. It includes: special pays, allowances, Human Resources (HR) entitlements, travel vouchers, pay adjustments, allotments, bonds, garnishments and offsets, as well as payroll and tax withholding reporting (e.g., leave and earnings statement, personal statement of military compensation, W-2 statement of wages).		
Manage Personnel Retention	This activity is associated with processing members for enlistment extension, reenlistment, involuntary retention, and special category agreements. This activity also includes executing the personnel retention program, providing counseling to thoroughly explain each personnel agreement and corresponding service obligation, ensuring continued eligibility for		

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
	retention, and finalizing the personnel agreement.		
		Administer Reenlistment Process	This activity is associated with determining reenlistment Candidates, processing reenlistment requests, and executing reenlistment agreements.
		Manage Enlistment Extension	This activity is associated with administering voluntary enlistment extensions, administering involuntary enlistment extensions, and executing enlistment extension agreements.
		Manage Officer Involuntary Retention	This activity is associated with identifying, reviewing, and counseling an officer for their involuntary retention. Involuntary Retention can be due to numerous reasons (e.g., stop loss, medical reason). This activity also includes managing the appeals process for those officers requesting involuntary retention appeals, and executing involuntary retention (if necessary).

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Special Category Agreement	This activity is associated with requesting to sign a personnel agreement by the member that will cause the member to incur a service obligation or extend his or her service obligation in exchange for compensation (e.g., bonus, incentive pay, special pay, and additional pay). This activity also includes supporting the unique requirements of identifying, selecting, assigning, and monitoring special category personnel. These special category personnel may include (but not be limited to) specified period of time officers, personnel with professional skills (e.g., doctors), Limited Duty Officers (LDO), aviators, key personnel (reserve components), and military training instructors.
Administer Grievance Process	This activity is associated with initiating, processing, resolving and documenting a formal complaint related to co-worker/peer or management actions in regard to an employee or member (e.g., administrative grievances, sexual harassment complaints and Labor / Union grievances).		
Manage Physical Evaluation Process	This activity is associated with conducting a physical evaluation, determining the severity of disability for a member found unfit by the Physical Evaluation Board (PEB), and managing the physical evaluation appeals process.		

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Conduct Physical Evaluation	This activity is associated reviewing and consolidating any physical evaluation information received, as well as determining whether a member is reasonably able to perform the duties of his or her office, grade, rank, or rating due to illness, injury, or physical limitation. This activity includes the Physical Evaluation Board (PEB) determining the member's fit for duty disposition once the Medical Evaluation Board (MEB) has determined that the member does not meet the retention standards of the Service, which may include members currently on the Temporary Disability Retirement List (TDRL). In addition, this activity is associated with determining the member's physical performance evaluation disposition whose condition limits their duty assignment.
		Determine Severity of Disability	This activity is associated with reviewing any physical evaluation information and Veterans Affairs (VA) disability severity information, and updating the disability severity information from VA if necessary for a member found unfit for duty. This activity may also include assessing members previously placed on the Temporary Disability Retirement List (TDRL).
		Manage Physical Evaluation Appeal Process	This activity is associated with reviewing and consolidating any physical evaluation information received, as well as reviewing the member's appeal request of the physical evaluation fit for duty disposition and/or the physical evaluation severity rating disposition. This activity also includes making a decision on the appeal request, documenting the appeal decision, counseling the member on the physical evaluation process, updating dispositions made by the Physical Evaluation Board

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
			(PEB), and sending appeal decision notification to the appropriate parties. This activity also includes conducting mandatory reviews as deemed necessary, which may also result in an update to a disposition made by the PEB.
Manage Human Resources Interaction	This activity is associated with sustaining an informed work force environment that is in compliance with applicable Federal statutes. This activity also includes maintaining contacts and relations between Department of Defense (DoD) civilian employees and military members with DoD management and information management activities.		
		Manage Workforce Communications	This activity is associated with managing communications between management, labor and all Department of Defense (DoD) supported personnel. This activity also includes managing direct communications (e.g., newsletters, e-mail and web pages, bulletin boards, commander's calls, rosters), supporting official surveys, as well as managing publications and postal support.
		Manage Union Relations Program	This activity is associated with administering the Federal Labor Management Relations Program for all DoD civilian employees except those that the President has excluded from coverage by Executive Order. Relationships with unions representing non-U.S. citizens employed at DoD activities shall be consistent with pertinent intergovernmental agreements, local practices, customs, and DoD instructions. The Defense Civilian Personnel Management Service will review

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
			and approve agreements pursuant to Title 5 Section 7114.
		Manage Labor Rights	This activity is associated with the policies and programs that manage civilian employee labor rights guaranteed by the Federal government (e.g., Fair Labor Standards Act, Family Medical Leave Act, Occupational Health and Safety Act). The labor rights program provides a system for resolving individual differences and disputes that arise during this process. This applies to all civilian direct hire employees (e.g., civil service, Non-Appropriated Fund (NAF) employees).
Manage Equal Opportunity	This activity is associated with managing equal opportunity (EO) programs, services and information to promote equal opportunity (e.g., equal employment opportunities (EEO), diversity management, affirmative action, and sexual harassment complaints and/or prevention).		

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
Manage Separation and Retirement	This activity is associated with terminating affiliation with accessed persons (e.g., military, civilian, coalition force members, volunteers, and contract personnel) by the Department of Defense (DoD). This activity may include (but not be limited to) managing voluntary military separations (e.g., resignations, contract completion), managing involuntary military separations (e.g., adverse actions, death), managing military retirements, managing civilian personnel separations/retirements, non-DoD personnel separations, and managing transition assistance programs. Both separations and retirements are implemented through appropriate activities which include issuing and updating checklist items (e.g., tasks and appointments), performing final out-processing functions (e.g., exit interview, travel arrangement), documenting the termination of the specific affiliation, initiating transfer actions where appropriate, and identifying losses which are then used to identify replacement needs.		

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Military Personnel Separation	This activity is associated with terminating affiliation with accessed members by the Department of Defense (DoD). This activity may include (but not be limited to) managing voluntary separations (e.g., resignations, contract completion), involuntary separations (e.g., adverse actions, death), and generating the separation order. Both involuntary and voluntary separations are implemented through appropriate activities which include confirming eligibility, issuing and updating checklist items (e.g., tasks and appointments), performing final out-processing functions (e.g., exit interview, travel arrangement), documenting the termination of the specific affiliation, initiating transfer actions where appropriate, and identifying losses which are used to identify replacement needs.
		Manage Military Personnel Retirement	This activity is associated with processing retirement actions for voluntary and involuntary regular or reserve retirement. Reasons for retirement may include (but not be limited to) retirement actions related to being passed over twice for promotion, adverse action, medical (e.g., temporary/permanent disability), years of service (e.g., member has met total number of years of creditable service) and age, and member initiated requests. This activity also may include (but not be limited to) assessing retirement eligibility, counseling a member on retirement decision, providing a retirement decision, managing a retirement checklist, issuing and updating checklist items (e.g., tasks and appointments), generating a retirement order, and executing a retirement.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Civilian Personnel Separation and Retirement	This activity is associated with administering civilian personnel separations and retirement. These separations may include (but not be limited to) resignations, terminations, removals, separations due to reduction in force, separations to enter the uniformed services, and deaths. These separations also include those involuntary separations under which the employee may be eligible for discontinued service retirement. Separation includes completing and sending a voluntary civilian separation request to the Office of Personnel Management (OPM) with required information, determining whether an employee is eligible to voluntarily separate, issuing and updating checklist items (e.g., tasks and appointments) required to complete the voluntary separation action, obtaining recommendations and approval from the appropriate approval authority, and updating the employee's information to reflect separation approval status. Retirement includes completing and sending a voluntary civilian retirement request to the Office of Personnel Management (OPM) with required information, determining whether an employee is eligible to voluntarily retire, issuing and updating checklist items (e.g., tasks and appointments) required to complete the voluntary retirement action, obtaining recommendations and approval from the appropriate approval authority, and updating the employee's information to reflect retirement approval status. There may be no transfer action initiated for a civilian separation or retirement.

Level 1	Level 1 Description	Level 1 Extension	Level 2 Description
		Manage Transition Assistance Program	This activity is associated with managing support for transition assistance programs. Transition assistance programs are implemented to ease the transition of military personnel, civilian employees, and family members from government service.
		Manage Separation of Non-DoD Personnel	This activity is associated with the Department of Defense (DoD) terminating affiliation with accessed personnel (e.g., non-combatant evacuees, contractors, coalition force members, and volunteers).

5.10 Appendix G: Acronyms

Acronym	Definition
ACART	Architecture Compliance and Requirements Traceability
AHLTA	Armed Forces Health Longitudinal Technology Application
ANZUS	Australia, New Zealand, United States Security Treaty
APR-DRG	All Patient Refined – Diagnosis-Related Group
BCL	Business Capability Lifecycle
BEA	Business Enterprise Architecture
BMA	Business Mission Area
CA	Certification Authority
CAPE	Cost Assessment and Program Evaluation
CBM	Core Business Mission
CCQAS	Centralized Credentials Quality Assurance System
CDR	Clinical Data Repository
CHCS II	Composite Health Care System II
CHRIS	Common Human Resources Information Standard
COCOM	Combatant Command
COI	Communities of Interest
ConOps	Concept of Operations
COTS	Commercial Off-The-Shelf
CPIC	Capital Planning and Investment Control
CPOE	Computerized Physician Order Entry
CPP	Civilian Personnel Policy
CTO	Commercial Travel Office
DBSMC	Defense Business Systems Management Committee
DCMO	Deputy Chief Management Officer
DCPAS	Defense Civilian Personnel Advisory Service
DCPDS	Defense Civilian Personnel Data System
DeCA	Defense Commissary Agency

Acronym	Definition
DFAS	Defense Finance and Accounting Service
DIA	Defense Intelligence Agency
DIMHRS	Defense Integrated Military Human Resources System
DISA	Defense Information Systems Agency
DITPR	Defense Information Technology Portfolio Repository
DLA	Defense Logistics Agency
DMDC	Defense Manpower Data Center
DMLSS	Defense Medical Logistics Standard Support
DoD	Department of Defense
DoDEA	Department of Defense Education Activity
DoDI	Department of Defense Instruction
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities
DSS	Defense Security Service
DTS	Defense Travel System
E2E	End to End
EA	Enterprise Architecture
EEO	Equal Employment Opportunity
EHR	Electronic Health Record
EO	Equal Opportunity
ETP	Enterprise Transition Plan
FDA	Food and Drug Administration
FM	Financial Management
FOC	Full Operating Capability
FY	Fiscal Year
GAO	Government Accountability Office
GIG	Global Information Grid
H2R	Hire to Retire
HA	Health Affairs

Acronym	Definition
HR	Human Resources
HRM	Human Resources Management
HRM EA	Human Resources Management Enterprise Architecture
HRM ES	Human Resources Management Enterprise Standards
IPPS	Integrated Personnel and Pay System
IRB	Investment Review Board
IT	Information Technology
JAGMAN	Judge Advocate General Manual
JCAHO	Joint Commission on Accreditation of Healthcare Organizations
JCIDS	Joint Capabilities Integration and Development System
JECMB	Joint Enterprise Change Management Board
JMAR	Joint Medical Asset Repository
JTAV	Joint Total Asset Visibility
LMIT	Lockheed Martin Information Technology
LoB	Lines of Business
MC&FP	Military Community and Family Policy
MEPCOM	Military Entrance Processing Command
MHS	Military Health System
MPP	Military Personnel Policy
MSSM	Material Supply and Service Management
MWR	Morale, Welfare, and Recreation
NAF	Non-Appropriated Funds
NARA	National Archives and Records Administration
NATO	North Atlantic Treaty Organization
NDAA	National Defense Authorization Act
NGA	National Geospatial-Intelligence Agency
NOAA	National Oceanic & Atmospheric Administration
NSA	National Security Agency

Acronym	Definition
NSPS	National Security Personnel System
OASD (NII)	Office of the Assistant Secretary of Defense for Networks and Information Integration
OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense
OUSD(P&R)	Office of the Under Secretary of Defense for Personnel and Readiness
P&R	Personnel and Readiness
PAE	Program Analysis and Evaluation
PCS	Permanent Change of Station
PfM	Portfolio Management
PHS	Public Health Service
POI	portfolio of initiatives
PPBE	Planning, Programming, Budgeting, and Execution
PSA	Principal Staff Assistant
PV	Personnel Visibility
QDR	Quadrennial Defense Review
QOL	Quality of Life
RPILM	Real Property and Installation Lifecycle Management
SEATO	Southeast Asia Treaty Organization
SMP	Strategic Management Plan
SNaP-IT	Select and Native Programming Data Collection-Information Technology
TDY	Temporary Duty
TOL	TRICARE Online
US	United States
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USMIRS	US Military Entrance Processing Command Integrated Resource System
USO	United Service Organizations
VA	Department of Veterans Affairs

Acronym	Definition
VLER	Virtual Lifetime Electronic Record
WSLM	Weapon System Lifecycle Management